

CHAPTER 3

RECRUITING PERSONNEL MANAGEMENT

Many directives and situations unique to the recruiting environment affect the leadership and management of our personnel. This chapter covers incentives, goal setting, stress management, counseling, ethics, irregularities, and the administration of recruiting personnel.

RECRUITER INCENTIVES

Advancement, awards, and recognition are all incentives that encourage achievement. You should be knowledgeable of the many incentives offered in recruiting to encourage and inform your recruiters of the opportunities available to them.

NAVY RECRUITING COMMAND ANNUAL INCENTIVE AWARDS

Navy Recruiting Command (Individual and Unit) Annual Incentive Awards, COMNAVCRUITCOM-INST 1650.16, is the governing directive for individual and unit awards. Each year the Commander, Navy Recruiting Command (COMNAVCRUITCOM) selects units and individuals who best represent the Navy Recruiting Command (NRC) by their overall contribution to the recruiting effort.

Unit Incentive Awards

National unit incentive awards include the following:

- Recruiting District of the Year (George L. Carlin Award)
- Recruiting District of the Year Runner-Up (Charles E. Lofgren Award)
- Officer Recruiting District of the Year
- Enlisted Recruiting District of the Year
- Overall Station of the Year (Admiral's Cup)
- Small Station of the Year (Admiral's Cup)
- Medium Station of the Year (Admiral's Cup)

- Large Station of the Year (Admiral's Cup)
- Most Improved District of the Year (overall officer and enlisted)
- Best District in Minority Recruiting (officer and enlisted)
- Most Improved LEADS District
- Best LEADS District (officer and enlisted)

Eligibility requirements and honors are outlined in COMNAVCRUITCOMINST 1650.16.

Individual Incentive Awards

Individual annual awards are determined by a nomination process. District commanding officers (COs) nominate individuals to their respective Area commanders; Area commanders select an Area winner for each category and forward their nominations to NRC headquarters for national competition. National winners are selected by COMNAVCRUITCOM based on input from the National Awards Screening Committee, a board convened at NRC headquarters. District COs also nominate personnel for periodic awards. Nominations are verified for eligibility and forwarded to COMNAVCRUITCOM by the cognizant Area commander.

Individual Annual Awards

Nominations will be submitted by District COs for selection of Area and national winners in the following categories:

- Enlisted Recruiter of the Year
- Officer Recruiter of the Year
- Chief Recruiter of the Year (Jim Clark Award)
- Six-Year Obligor/Nuclear Field (6YO/NF) Recruiter of the Year
- Medical Recruiter of the Year

- Engineering Recruiter of the Year
- Navy Reserve Officer Training Corps (NROTC)/Broadened Opportunity for Officer Selection (BOOST) Recruiter of the Year (military personnel only)
- Zone Supervisor (ZS) of the Year (Rex Henderson Award)
- Classifier of the Year
- Support Person of the Year (civilian or military personnel)
- LEADS Tracking Center Supervisor of the Year
- Campus Liaison Officer (CLO) of the Year
- Recruiting District Assistance Council (RDAC) Chairman of the Year
- Education Specialist of the Year

Nomination criteria and honors awarded are listed in COMNAVCRUITCOMINST 1650.16.

Periodic Awards

Recruiters assigned to officer recruiting are eligible to earn MEDSTAR and Trident awards for excellence in medical and engineering officer recruiting. The Admiral's Award for excellence is earned for attaining 100 percent of all goaled officer program recruiting requirements in a given fiscal year. The Heritage Award is earned for excellence in minority recruiting. Requirements and honors are listed in COMNAVCRUITCOMINST 1650.16.

RECRUITER EXCELLENCE INCENTIVE PROGRAM

The Recruiter Excellence Incentive Program (REIP) is an advancement incentive plan for meritorious achievement and recruiting production. It is designed to work with the Navy's advancement system. The program has two basic tenets:

1. To provide special recognition for superior performance in contribution to the mission of recruiting personnel through meritorious advancement.

2. To provide incentive for exceeding assigned new contract and quality goals through production advancements. *Recruiting Excellence Incentive Program*, COMNAVCRUITCOMINST 1430.4, gives complete program guidelines.

Meritorious Advancements

These advancements are based on the Navy recruiting District's (NRD's) average fiscal year enlisted manning from the Personnel Status Report (PSR). One meritorious advancement per fiscal year will be earned for every 50 enlisted personnel or fraction thereof. Enlisted manning consists of all enlisted personnel permanently assigned to include NECs 9585, 2186, 9586, 2612, support personnel, and active duty for special work/one year (ADSW/OYR) personnel. The equation would look like this:

$$\frac{\text{average FY enlisted manning}}{50} = \text{\# of meritorious advancements}$$

NOTE: Any fraction should be rounded to the next higher whole number; for example, if the calculation results in 3.21, the number of advancements authorized would be 4.

Production Advancements

These advancements are contingent upon COMNAVCRUITCOM'S attainment of both accession and upper mental group (UMG) goals. Both of these goals must be attained for production advancements to be authorized. If either of these goals is missed for the year, no production advancements will be authorized. COMNAVCRUITCOM will earn one advancement per 50 enlisted personnel or fraction thereof, as previously defined. Recruiting Districts must meet accession, new contract objective (NCO), and UMG accession goals to be eligible for a share of the total production advancements. Districts must also place enough UMG contracts to meet the minimum accessions goal UMG standard or returned to date (RTD) in each fiscal year. Each District's production advancements will be based only on overproduction of NCO.

Eligibility

All NRD enlisted personnel, with the exception of Career Recruiter Force (CRF), in paygrades E4 through E-6 are eligible for consideration if they meet all school and/or course completion requirements,

security requirements, personnel advancement requirements (PARs), military/leadership tests, and all other advancement requirements of their rate.

E-5/E-6 CANDIDATES.— E-5/E-6 candidates who are eligible based on time in rate (TIR) to take an advancement examination must have participated in and passed the March advancement examination. For those not eligible to participate in the advancement exam, up to one-half of required TIR may be waived. Individuals nominated for advancement under REIP and who subsequently are selected for advancement via the September advancement exam will be advanced under the advancement cycle, not under REIP.

E-7 CANDIDATES.— E-7 candidates must have taken the advancement examination and be selection board eligible in the year in which they are recommended for advancement.

PRT REQUIREMENTS.— All candidates must meet the health and physical readiness requirements.

TOTAL ACTIVE FEDERAL MILITARY SERVICE.— Total active federal military service (TAFMS) may be waived. COMNAVCRUITCOM will request waivers from the Chief of Naval Personnel (CHNAVPERS) to ensure the Navy remains within the Department of Defense limits.

MERITORIOUSLY ADVANCED TO PRESENT PAYGRADE.— Personnel who have been meritoriously advanced to their present paygrade are ineligible for advancement under REIP, with the exception of those advanced under the Command Advancement Program (CAP) who will be eligible for REIP.

TIME ON BOARD.— A candidate must have served in the District concerned for a minimum of 15 months (day for day) to be considered for REIP. All nominations for meritorious and production advancements must occur at the conclusion of the fiscal year. Personnel who have been transferred during the fiscal year are eligible for consideration.

COMMANDING OFFICER RESPONSIBILITY.— The CO is directly responsible for advancement based on merit, demonstrated leadership, and contribution to command mission objectives. Emphasis should be placed on sustained superior performance.

Advancement Policies and Procedures

The sum of meritorious and production advancements cannot exceed 7 percent of the average enlisted fiscal year manning. The CO will locally effect E-5 and E-6 advancements after the authorized number of advancements are validated by COMNAVCRUITCOM (Code 10). Personnel recommended for advancement to E-7 will be nominated by the CO and referred to a special selection board convened by COMNAVCRUITCOM.

The special selection board will consist of five members including the CNRC, or a designated Navy Recruiting Area commander, who will function as the senior member; COMNAVCRUITCOM Command Master Chief (CMC), or designated Navy Recruiting Area CMC; and three additional Fleet/Force Master Chief Petty Officers who will be selected by the Master Chief Petty Officer of the Navy (MCPON). Those nominated, but not selected, will receive a Letter of Commendation from the CNRC to enhance their chances for selection before a regular board.

GOLD WREATH AWARD FOR EXCELLENCE IN RECRUITING AND RECRUITING SUPPORT

Gold Wreath Award for Excellence in Recruiting and Recruiting Support, COMNAVCRUITCOMINST 1650.4, provides guidance for Gold Wreath Awards for excellence in recruiting and recruiting support. The award is a metal device that encircles the recruiting badge by NRC personnel. Subsequent awards are denoted by silver or gold stars and an excellence scroll. The sequence of awards is listed in figure 3-1.

SEQUENCE OF AWARDS	
1	Wreath
2	Wreath plus silver star
3	Wreath plus two silver stars
4	Wreath plus three silver stars
5	Wreath plus one gold star
6	Wreath plus one gold star and one silver star
7	Wreath plus one gold star and two silver stars
8	Wreath plus two gold stars
9	Wreath plus two gold stars and one silver star
10	Wreath plus excellence scroll
11	Wreath plus excellence scroll plus silver star
12	Wreath plus excellence scroll plus two silver stars
13	Wreath plus excellence scroll plus three silver stars
14	Wreath plus excellence scroll plus one gold star
15	Wreath plus excellence scroll plus one gold star and one silver star
16	Wreath plus excellence scroll plus one gold star and two silver stars
17	Wreath plus excellence scroll plus two gold stars
18	Wreath plus excellence scroll plus two gold stars and one silver star
19	Wreath plus excellence scroll plus three gold stars
20	Wreath with gold star on top plus excellence scroll
21	Wreath with gold star on top plus excellence scroll and one silver star
22	Wreath with gold star on top plus excellence scroll and two silver stars
23	Wreath with gold star on top plus excellence scroll and three silver stars
24	Wreath with gold star on top plus excellence scroll and one gold star
25	Wreath plus wreath around gold star on top plus excellence scroll
26	Wreath plus wreath around gold star on top plus excellence scroll and one silver star

Figure 3-1.-Gold/Silver Wreath Award for excellence in recruiting and recruiting support-sequence of awards.

SEQUENCE OF AWARDS	
27	Wreath plus around gold star on top plus excellence scroll and two silver stars
28	Wreath plus wreath wreath around gold star on top plus excellence scroll and three
29	Wreath plus wreath around gold star on top plus excellence scroll and one gold star
30	Wreath plus wreath around two gold stars on top plus excellence scroll
31	Wreath plus wreath around two gold stars on top plus excellence scroll and one silver star
32	Wreath plus wreath around two gold stars on top plus excellence scroll and two silver stars
33	Wreath plus wreath around two gold stars on top plus excellence scroll and three silver stars
34	Wreath plus wreath around two gold stars on top plus excellence scroll and one gold star
35	Wreath plus wreath around two gold stars on top plus excellence scroll plus one gold star and one silver star
36	Wreath plus wreath around two gold stars on top plus excellence scroll plus one gold star and two silver stars
37	Wreath plus wreath around two gold stars on top plus excellence scroll and two gold stars
38	Wreath plus wreath around two gold stars on top plus excellence scroll plus two gold stars and one silver star
39	Wreath plus wreath around two gold stars on top plus excellence scroll and three gold stars
40	Wreath plus wreath around two gold stars on top plus two gold stars above excellence scroll
41	Wreath plus wreath around two gold stars on top plus two gold stars above excellence scroll and one silver star
42	Wreath plus wreath around two gold stars on top plus two gold stars above excellence scroll and two silver stars
43	Wreath plus wreath around two gold stars on top plus two gold stars above excellence scroll and three silver stars
44	Wreath plus wreath around two gold stars on top plus two gold stars above excellence scroll and one gold star
45	Wreath plus wreath around two gold stars on top plus two gold stars above excellence scroll plus one gold star and one silver star

Figure 3-1.—Gold/Silver Wreath Award for excellence in recruiting and recruiting support—sequence of awards—Continued.

SEQUENCE OF AWARDS	
46	Wreath plus wreath around two gold stars on top plus two gold stars above excellence scroll plus one gold star and two silver stars
47	Wreath plus wreath around two gold stars on top plus two gold stars above excellence scroll plus two gold stars
48	Wreath plus wreath around two gold stars on top plus two gold stars above excellence scroll plus two gold stars and one silver star
49	Wreath plus wreath around two gold stars on top plus two gold stars above excellence scroll plus three gold stars

Figure 3-1.—Gold/Silver Wreath Award for excellence in recruiting and recruiting support—sequence of awards—Continued.

General Criteria

The Gold Wreaths are awarded for sustained superior performance in recruiting and recruiting support. Individual performance of duty in assigned billets must be exemplary. Meeting production requirements cannot be the sole determination in awarding Gold Wreaths. COs have the final authority to approve or disapprove Gold Wreath Awards earned by individuals in their command. The factors in the following paragraphs should be considered in determining an individual's eligibility for a Gold Wreath Award.

PROFESSIONALISM.— Individuals should exhibit professionalism in the daily conduct of assigned tasks. They should have no record of court-martial, nonjudicial punishment (NJP), or civil court convictions for other than a minor traffic violation during the period of the award. They should have no substantiated cases of malpractice during the period of the award.

POSITIVE LEADERSHIP AND SOUND MANAGEMENT.— Individuals should be positive leaders whose sound management contributes to mission accomplishment.

DEDICATION, LOYALTY, AND SUPPORT.— Individuals should be dedicated to the recruiting mission, and display loyalty and support of the chain of command at all time.

POSITIVE NAVY IMAGE.— The individual's behavior, cooperation, and appearance should foster a positive Navy image.

Gold Wreath Eligibility

All personnel, military (officer and enlisted) and civilian, assigned to COMNAVCRUITCOM are eligible for the Gold Wreath Award. COMNAVCRUITCOM liaison personnel assigned to the NRDs, CLOs, RDAC members, and Navy medical department personnel who complete the Recruiting Officer Management Orientation (ROMO) familiarization course are also eligible. In addition, personnel assigned to the Chief of Chaplain's Office (N097) who directly support recruiting are eligible. Personnel returning to recruiting duty maintain their eligibility for subsequent, sequential Gold Wreath Awards. Civilian personnel may be awarded a miniature Gold Wreath with attachable numbers for second and subsequent awards.

RECRUITERS.— Recruiters will be eligible for the Gold Wreath Award when they attain a net of eight contracts in 3 consecutive months. The first Gold Wreath a recruiter earns will not be awarded until that individual is recruiter qualification standards (RQS) board-certified. Once the certification is complete, the Gold Wreath may be awarded retroactively to the date criteria were met. Additional awards may be earned for similar performance during subsequent 3-month periods. Eligibility for subsequent awards starts upon attainment of necessary contracts and not at the completion of the consecutive 3-month period.

RECRUITERS-IN-CHARGE.— Recruiters-in-charge (RINCs) of a three-person or above station will be eligible for the Gold Wreath Award when the station achieves all assigned goals for a consecutive 3-month period or the station writes 150 percent of NCO for 2 consecutive months or the RINC satisfies the criteria

listed previously for recruiters. Additional awards may be earned for similar performance during subsequent periods. Only one Gold Wreath may be earned for any period. RINC's of one- or two-person stations will earn a Gold Wreath when the recruiter criteria are satisfied.

ZONE SUPERVISORS.– ZSs will be eligible for the Gold Wreath Award when they achieve all assigned new contract goals for a consecutive 3-month period. Additional awards may be earned for similar performance during subsequent 3-month periods.

CHIEF RECRUITERS.– Chief recruiters (CRs) will be eligible for the Gold Wreath Award when the District achieves its assigned one-Navy accession and all assigned NCOs for a 3-month period. Additional awards may be earned for similar performance during subsequent 3-month periods.

ENLISTED PROGRAMS OFFICER.– Enlisted programs officers (EPOs) will be eligible for the Gold Wreath Award when the District achieves its assigned one-Navy accession goals, all assigned new contract goals, and delayed entry program (DEP) slope objective (DSO) for a consecutive 3-month period. Additional awards may be earned for similar performance during subsequent 3-month periods.

COMMANDING OFFICERS AND EXECUTIVE OFFICERS.– COs and executive officers (XOs) will be eligible for the Gold Wreath Award when the District achieves its assigned one-Navy accession goals, all assigned new contract goals, and DSO for a consecutive 3-month period, and is progressing satisfactorily toward achieving annual officer accession goals as documented by the CO's review of the officer program officer (OPO) gosling letter. Additional awards may be earned for similar performance during subsequent 3-month periods.

OFFICER PROGRAM OFFICER RECRUITERS.– Officer program officer (OPO) recruiters will be eligible for the Gold Wreath Award when the number of selects during a cumulative 3-month period indicates, based on historical data, annual accession goals will be achieved in the program(s) for which they are responsible.

SIX-YEAR OBLIGOR/NUCLEAR FIELD RECRUITERS.– Six-year obligor/nuclear field (6YO/NF) recruiters will be eligible for the Gold Wreath Award when the District achieves all assigned

NF accession goals and NCOs for a consecutive 3-month period. Additional awards may be earned for similar performance during subsequent 3-month periods,

CLASSIFIERS.– Classifiers will be eligible for the Gold Wreath Award when the District achieves its assigned one-Navy accession goals, NCOs, and DSO for a consecutive 3-month period. Additional awards may be earned for similar performance during subsequent 3-month periods. The first Gold Wreath a classifier earns will not be awarded until the classifier is RQS board-certified. The Gold Wreath will be awarded retroactively to the date the criteria were satisfied.

DISTRICT TRAINERS.– District trainers will be eligible for the Gold Wreath Award when the District achieves its assigned one-Navy accession goals and NCO for a consecutive 3-month period. Additional awards may be earned for similar performance during subsequent 3-month periods.

LEADS CENTER SUPERVISORS.– LEADS center supervisors will be eligible for the Gold Wreath Award when the LEADS center achieves at least 15 percent of the District's NCO from local LEADS in a consecutive 3-month period. Additional awards may be earned for similar performance in subsequent 3-month periods.

SUPPORT PERSONNEL.– Support personnel, including RDAC members, will be eligible for the Gold Wreath Award based on superior performance in assigned support billets and extraordinary support of the recruiting production effort. Additional awards may be earned for similar performance during subsequent 6-month periods. The first Gold Wreath a support person earns will not be awarded until that individual is RQS board-certified, if applicable. Gold Wreath Awards may be awarded retroactively to the date the criteria were met once RQS certification is completed. CLOs will be eligible for the Gold Wreath Award upon meeting the tasking requirements set by the CO at the beginning of the fiscal year. Support personnel may also earn a Gold Wreath for referring three individuals (officer or enlisted) who enlist or access within a 3-month period. In the case of officer referrals, the CO has the discretion to extend the referral period to 6 months.

ENLISTED PROCESSING DIVISION SUPERVISOR.– The enlisted processing division

supervisor (EPDS) will be eligible for the Gold Wreath Award when the District achieves its assigned one-Navy accession goal, NCOs, and DSO for a consecutive 3-month period. Additional awards may be earned for similar performance during subsequent 3-month periods. The first Gold Wreath an EPDS earns will not be awarded until the individual is RQS board-certified. The Gold Wreath may be awarded retroactively to the date criteria were satisfied once RQS certification is completed.

AREA PERSONNEL.— Area personnel will be awarded the Gold Wreath based on the criteria established for their District counterparts to the greatest extent possible.

Spouse Recognition

Our recruiters' spouses play an important role in COMNAVCRUITCOM's success. Their many sacrifices will be recognized by awarding a certificate of appreciation signed by COMNAVCRUITCOM. The certificate will be awarded when the recruiter earns his or her fifth Gold Wreath Award.

AWARDS RECOGNITION FOR OUTSTANDING PRODUCTION RECRUITERS

The objective of this program is to provide the recognition deserved and to encourage NRD COs to recognize production recruiters, including RINCs, for outstanding performance and effort. The program is not intended to replace COs' awards authorized in *The Navy and Marine Corps Awards Manual*, SECNAVINST 1650.1. CNRC will approve Navy Achievement Medals (NAMs) in recognition of outstanding production recruiters. The maximum number of NAMs that a CO of an NRD can recommend per fiscal year under this program is based on the number of production recruiter billets (15 percent of the combined total of 9585,9586, and 2612 only) authorized in the unit's Manpower Personnel Authorization Document. *Awards Recognition for Outstanding Production Recruiters*, COMNAVCRUITCOMINST 1650.22, lists the number of authorized NAMs for each NRD per fiscal year. The action period of the recommendation must be for a minimum of 12 months, and a portion of that 12 months must have occurred during the fiscal year in which the recommendation is submitted. Award recommendations may be submitted any time during the fiscal year; however, all must be submitted in time

to reach COMNAVCRUITCOM by 20 October annually. Recommendations received after that date will count against the new fiscal year.

SPECIAL DUTY ASSIGNMENT PAY

Special duty assignment pay (SDAP) is a monthly pay in addition to any pay and allowance to which a member is otherwise entitled. Eligibility criteria and award level entitlement are found in *Enlisted Bonus and Special Duty Assignment Pay Programs*, OPNAVINST 1160.6, and the associated notice. It should be noted that eligibility criteria and award level entitlements are reviewed annually and are subject to change. Pay levels are based on job tenure. The time is computed from the date a fully qualified member actually begins assigned duties. Prior successful recruiting experience of 9 months or more is creditable toward variable SDAP levels. Members returning to recruiting duty will reenter at the 3- to 9-month pay level and increase to the maximum pay level after 6 continuous months in the new assignment. Members transferred on a permanent change of station (PCS) directly to another recruiter billet are considered to have been on continuous duty for pay level purposes.

NAVY RECRUITING RIBBON

The Secretary of the Navy authorized the Navy Recruiting Service ribbon, shown in figure 3-2, on 2 February 1989 and authorized retroactively awards to 1 January 1980. The Navy Recruiting Service ribbon is awarded to non-CRF and non-Naval Reserve Canvasser Recruiter (CANREC) personnel upon

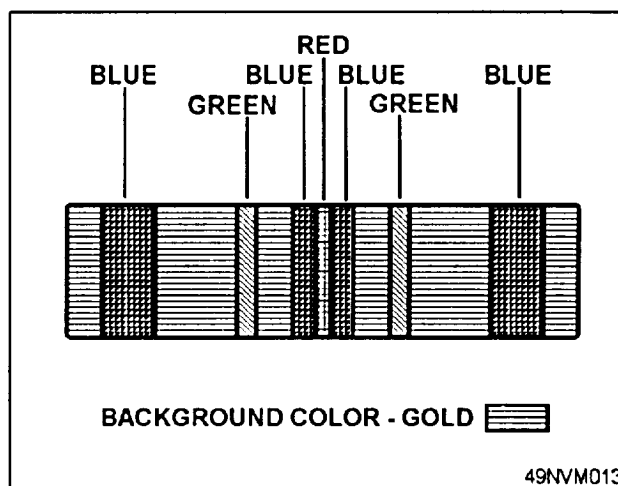


Figure 3-2.—Navy Recruiting Service Ribbon.

completion of a successful tour of duty in recruiting and at the recommendation of their CO or officer in charge. CRF personnel, CLOs, and RDAC members will be eligible for the ribbon upon each completion of 3 consecutive years of recruiting duty. CANREC and ADSW recruiting personnel will also be eligible for the ribbon after completion of 3 consecutive years of combined recruiting duty provided no break in service of more than 60 days occurs during the period.

Prescribed Tour of Duty

The member's projected rotation date (PRD) from recruiting as established by CHNAVPERS for officers and enlisted is considered the end of a qualifying tour of duty. Personnel who completed a minimum of 18 months on recruiting duty but who were transferred before their original PRD to a nonrecruiting activity may submit a waiver request to CNRC. Personnel who were fault transferred are not eligible for the Navy Recruiting Service Ribbon and waivers will not be considered.

Precedence and Subsequent Awards

The Navy Recruiting Service Ribbon will be worn after the Overseas Service Ribbon and before the Armed Forces Reserve Medal. Second and subsequent awards will be denoted by 3/16-inch bronze stars. A 3/16-inch silver star will be worn in place of a sixth award. The award consists of a ribbon bar only. No citation or certificate will be issued.

FOLLOW-ON TOUR GUARANTEES

Personnel reporting to NRDs as production recruiters will be guaranteed choice of coast assignment upon completion of a full 3-year tour in recruiting. However, if fleet balance is not within 5 percent, the coast of choice is determined by the enlisted assignment branch. Options include choice of home port or type of sea duty command on the selected coast if a valid requirement for rate/rating exists or training of choice provided the member is qualified for the training desired, quotas are available, and training can best support fleet readiness requirements. Members should make their duty preferences known to their detailers 9 to 15 months before their PRD from recruiting duty.

PARTIAL SEA DUTY CREDIT FOR PRODUCTION RECRUITER TOURS

To make recruiting more attractive as a duty option and provide an incentive for hard-to-fill production recruiter assignments, production recruiters (NEC 9585) reporting to NRDs will receive partial sea duty credit for rotation purposes according to the following guidelines:

- Members serving in NEC 9585 billets who transition to NEC 9586 billets will earn partial sea duty credit for the period they complete as production recruiters. Partial sea duty credit is not approved for time spent performing the duties of a recruiter or classifier.

- Sea duty credit is given based on NRD assignment. Credits by NRD are listed in the *Enlisted Transfer Manual*, NAVPERS 15909. Production recruiters will receive the sea duty credit upon successful completion of a 36-month tour. Members will be given sea duty credit for the period of an extension at the same rate they earn for their original tour; for example, if a member received 24 months' credit for a 36-month tour, that member will receive 8 months of additional credit for a 1-year extension. Sea duty credit is authorized for one extension only.

PROFESSIONAL GOAL SETTING

Most of you have probably studied goal setting in one of the Navy's leadership schools. In the following paragraphs we will apply goal setting to the recruiting environment. You should set your own goals as well as encourage and assist your recruiters with their professional goal setting. Zig Ziglar has often said, "You can get everything you want in life if you help enough other people get what they want." Realization of your recruiters' professional goals will usually put you on the road to achieving your own.

PLANNING

Goal setting is the art of planning. Everyone understands the importance of planning, but it is seldom sufficiently used. There are two major reasons for this. First, while planning is important, it is never urgent. You can put off planning because of daily emergencies. Of course, planning is the very thing that can keep these same emergencies to a minimum. The second reason is that typical managers are people

of action. They are impatient to get the job done. They have the tendency to get on with the job before they adequately plan what they are trying to accomplish. To overcome these two problems, you should set time aside on a regular basis for goal setting. The following checklist is useful in setting goals:

- Recognize goal setting as the most important activity of leadership.
- Recognize that, although important, it is never urgent.
- Set aside specific times for planning activities.
- Establish specific, measurable goals in all areas of activity.
- Involve others in planning in a creative way.
- Train all levels of supervision in planning and see that they do it.
- Place emphasis on goals, not just the methods to achieve them.
- Create reminder cards and signs, and post them in prominent places.
- Establish long-range as well as short-range goals.
- Make sure short-range goals are coordinated with long-range goals.

THREE QUESTIONS OF GOAL SETTING

In goal setting, you must answer three questions: Where do I want to be. Where am I now?, and What must I do to get there? Let's look at these questions in more detail.

Where Do I Want to Go?

To answer this question, you should establish and define your goal. Realistic goals should meet the following conditions:

- Be specific and clearly defined. You should specify the necessary action steps. A vaguely defined goal (such as becoming a better leader, RINC, or ZS) often results in a person not doing anything concrete

about achieving the goal. It is better to say, "I will become a better leader by developing my skills to listen to people better through a course on human relations."

- Be reasonable yet challenging. Your goal should test your ability but have at least a 50 percent chance of being attained. Goals that cannot be reached lead to frustration and surrender. A goal that is not challenging enough will fail to lead to growth. This makes it difficult for you to become committed to its achievement.

- Be written as a statement or result. Writing down your goals requires you to focus and clarify what you want to achieve. Written goals help eliminate impulsive, unplanned, or unorganized activity.

- Have a time element or deadline involved. It is important to set a time schedule or deadline for achieving a goal.

- Be measurable in terms of ongoing results. When you can measure how close you are to achieving a goal, you have more incentive to get there. You need to have specific criteria or checkpoints for evaluating accomplishment of the goal. Instead of saying, "I am going to improve my skills," say, "I will learn completely each aspect of market analysis." It is not always possible to measure goals, such as "becoming more understanding." Try to work out rough measures for these instances.

- Involve personal commitment or belief. You must be totally committed to reaching your goals. True commitment goes beyond involvement. Consider the following story: One morning at the breakfast table, a young boy asked his father if he was involved in the war. He replied, "I wasn't involved, son; I was committed. There is a big difference. It's just like this here breakfast. You take a look at these eggs and you know that a chicken was involved in making this breakfast. Now take a look at the bacon and you can see that the pig was totally committed to this breakfast."

Where Am I Now?

You need to document and analyze your present activities. What are you doing right now that will work in your favor toward reaching your goal?

What Must I Do to Get There?

The final goal achievement requires that you meet the following challenges:

- Implement new activities or changes that are necessary to achieve the goal.
- Document and analyze the results and progress of these activities or changes.
- Achieve your current goal and establish a new one.

PUTTING IT ALL TOGETHER

Let's use what we have learned about goal setting to help a young recruiter with his professional goals. You have just been assigned as ZS. While reviewing Navy Recruiting Personnel Records, you find that BM2 Storm listed his recruiting goal as meritorious advancement. After taking with the RINC, you schedule training time for goal setting with BM2 Storm and the RINC together. Before the training, you gather background information on Petty Officer Storm's advancement eligibility and production history. You also contact the CR and find out what last year's meritoriously advanced recruiters had accomplished. Now you are ready to meet with BM2 Storm and his RINC.

You need to help BM2 Storm answer the three questions in goal setting.

Where do I want to go? Petty Officer Storm's answer is, "Meritorious advancement to BM1." Now apply the conditions for establishing a goal and defining activities.

- The goal is specific and clearly defined.
- Petty Officer Storm and the RINC agree that the goal will be challenging but attainable.
- Petty Officer Storm has written the goal on his Navy Recruiting Personnel Record.
- The goal does not have a time element or deadline. At this point you should determine when the goal can reasonably be attained. How long do you have to the end of this year's competition? Is BM2 Storm within the competitive range for this year or does he need to set his goal for the coming year? For

this example, let us assume that it is the beginning of the fiscal year. So we now add the time element to Petty Officer Storm's goal: Meritorious advancement in FY XX.

- The goal does not include a means to measure ongoing results. You should help here by letting them know what last year's meritoriously advanced personnel accomplished. Then divide the accomplishment into measurable amounts. In this case, let's say the recruiters who were meritoriously advanced last year averaged 3.5 contracts per month and had 70 percent overall A cells. Petty Officer Storm's goal now becomes: "I will be meritoriously advanced at the end of this fiscal year by averaging 3.5 contracts per month and maintaining 70 percent overall A cells."

- The most important condition is making sure Petty Officer Storm is personally committed to this goal. He assures you that this is the case.

Where am I now? Ask BM2 Storm what present activities are working in favor of reaching his goal. Ask the RINC to provide input. Help point out areas that are already helpful in attaining the goal of meritorious advancement (completed basic eligibility advancement requirements, passed, but not advanced [PNA'd] the last advancement examination, met competition eligibility requirements, currently averaging 2.8 contracts per month and maintaining 65 percent overall A cells).

What must I do to get there? First, ask Petty Officer Storm what new activities or changes he plans to achieve the goal. You and the RINC may have to help with suggestions. The final plan must be Petty Officer Storm's. After careful consideration, he plans to do the following:

- Add the junior college to his itinerary and preprospect it heavily. This will help quantity as well as quality.
- Receive training on the conviction step of the sale to increase the number of contracts from interviews held.
- Develop one new center of influence (COI) each month to increase the number of referrals.

Next, Petty Officer Storm needs to establish a method to document and analyze the results and progress of these activities and changes. He agrees to review them weekly with the RINC in addition to the daily production reviews. During those reviews, they will adjust activities and make changes if his milestones are not met.

Now Petty Officer Storm has a realistic goal: I will be meritoriously advanced at the end of this fiscal year. I am currently eligible for meritorious advancement competition. I currently average 2.8 contracts per month and maintain 65 percent A cells. I will adjust my itinerary to include the junior college, which I will heavily preprospect. I will attend training with the RINC to improve my skills in the conviction step of the sale. I will develop one new COI per month. These activities and changes will increase my productivity to 3.5 contracts per month with 70 percent overall A cells. I will review these activities each Friday with the RINC in addition to daily production reviews. If milestones are not met, I will readjust activities.

You should follow through by encouraging Petty Officer Storm at each visit. Check on his milestone attainment. Congratulate each short-term goal attainment within his plan. Let others know of his goal and progress. Not only can it be supportive to Petty Officer Storm, but it also may encourage them to follow his example. You may even want to tack a BM1 crow to the bulkhead beside his desk as a daily reminder.

STRESS MANAGEMENT

Managing stress on recruiting duty can mean the difference between a challenging, rewarding assignment and one fraught with frustration and anger. As a recruiting manager, it is important for you to understand how stress affects people and why. Most people view stress as something negative and overwhelming. We want to emphasize the positive aspects of stress. Stress is an inevitable and manageable component of successful performance. The absence of stress is death. Our goal in stress management is not to remove stress from our lives, but to learn to stress for success. Turn the enemy into an ally.

STRESS ON RECRUITING DUTY

Why do so many recruiters feel stressed? Is it sales, quotas, or being away from the sea? A variety of factors contribute to the high stress level of recruiting duty. Let's look at a few to better understand what our recruiters are facing.

A New Job

A major university conducted a survey that asked people to list what caused the most stress in their lives. The second most frequent answer was a new job. So, everyone feels stress at a new job. Recruiters face an even more stressful situation. They were experts in their field, accustomed to supervising and training others. Now they are novices again, learning the ropes of Navy recruiting.

Moving

Along with the new job comes the physical move. Anyone who has made a PCS move understands the stress involved. Recruiters and their families are uprooted from family and friends. They may be accustomed to moving every 3 or 4 years, but now they are moving into an area where they may be the only military around. Those instant friendships that come from belonging to the Navy family are no longer there.

Less Structured Environment

Many young sailors are used to having their time pretty much laid out for them. Plans of the day, work orders, and supervisor instructions guide them through the normal workday. Now, they are required to setup their own plan each day, decide on prospecting modes, and make their own time management decisions.

More Accountability

Recruiting also necessitates more accountability than some rates are use to. Production reviews require the recruiter to account for productivity tiny. Vehicle usage must be accounted for. Most important in their job as a recruiter, they are accountable for the preenlistment paper work and processing of Navy applicants.

Goals

The very idea of goals causes many people to feel stressed. Having a written goal brings about the possibility of failure. It is that fear of failure that can lead to stress.

Externalized Job

Most of us in the Navy find a certain amount of comfort in working with other Navy members. Most young sailors have worked with other Navy personnel, socialized with other Navy personnel, and many times lived with or at least near other Navy personnel. Now we tell them that their job is to talk to civilian prospects, educators, parents, community leaders, and so on. There is more stress when people must deal with those outside of their organization.

Less Control

One of the most frequent causes of our stress on recruiting duty is the feeling that we have less control over our individual success than we would like. A technician has control over the job of fixing a component. As long as the tools and parts are available, it is totally up to the technician to successfully complete the repair. Recruiters may feel the control of their job is shared by the applicant, the applicant's parents, educators, District restrictions, medical, and other factors. If they were to do everything just right, they still might not write a contract. This feeling of less control contributes significantly to the level of stress, especially for type A personalities, which we will discuss later.

THREE BASIC PREMISES OF STRESS

An industrial psychologist working with the Naval Personnel Research and Development Center based his stress management presentation on three basic premises. These premises support his contention that stress is the very thing that pushes us to successful performance but can be detrimental if not well managed. The following paragraphs explain these premises and their relationship to job performance.

Premise Number One

"Adrenaline is the best friend a high achiever has, provided it is well managed." Adrenaline increases our strength, speed, and endurance. People naturally perform better when they get that extra surge of

adrenaline. Athletes will beat their practice records when they enter a competition because of the increased stress and adrenaline. It has even been reported that a 100-pound woman lifted an automobile to rescue her child. The stress of the situation triggered extra adrenaline that gave her physical capabilities well above the norm.

RELATIONSHIP BETWEEN STRESS AND PERFORMANCE. – We need to understand that stress is a necessary ingredient for successful performance. There is a definite relationship between stress and performance. When individuals have too little stress or arousal, they may be unmotivated. This state is often referred to as "rust-out." When there is too much stress or arousal, the individual may become overwhelmed. This we call "bum-out." Our job is to identify whether we need to increase the stress level or alleviate it to maximize our people's performance. Figure 3-3 shows the relationship between stress and performance.

INDIVIDUAL OPTIMAL LEVELS.– All individuals have their own optimal level of stress or arousal required for peak performance. It is important that you remember that people require different levels. You may thrive on high levels of stress. Be understanding of the people who require very little stress to reach their optimal level. Saying, "If I can handle it, why can't he," does not recognize that there are differences among people. A major league ball team acknowledged these differences by providing two pre-game waiting areas. One was for those who needed to increase their arousal levels for peak game performance. They shouted, beat on lockers – anything to increase the adrenaline flow. The other area was

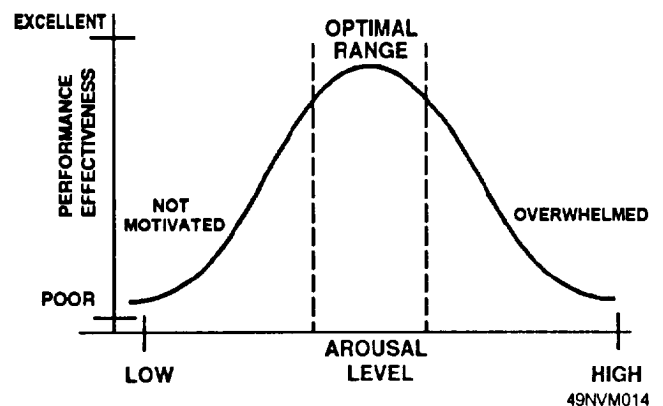


Figure 3-3.-Relationship between stress and performance.

for those who were already at their peak level of arousal or who needed to reduce their level. They listened to soft music, meditated, and relaxed to maintain or reduce their stress level. They still didn't win the Super Bowl that year, but their performance and overall emotional health were improved.

Premise Number Two

"The formula for success looks an awful lot like the formula for a nervous breakdown."

WATCH OUT FOR THE EXTREMES.— This premise is saying that the very things that have made us successful can be our downfall if they are carried to an extreme. We have all put in some of those 30-hour days to get ahead. How many of those 30-hour days can we string together before we become overwhelmed and exhausted? We must sometimes recognize the need for moderation even in the ideals that have made us successful.

EFFECTS OF STRESS ON MENTAL CONCENTRATION.— Our mental health depends upon our ability to manage our levels of stress. Figure 3-4 depicts the effects of stress on mental concentration. Too little arousal or stress and we become easily distracted. We need the motivation to concentrate effectively. Too much arousal or stress and we start to miss relevant cues. The sense of being overwhelmed may overshadow important details. Mental concentration can affect every part of a recruiter's life. Let's think of how it may affect an interview situation. Too little arousal may make recruiters appear disinterested in the prospect or lose their train of thought, resulting in a rambling interview

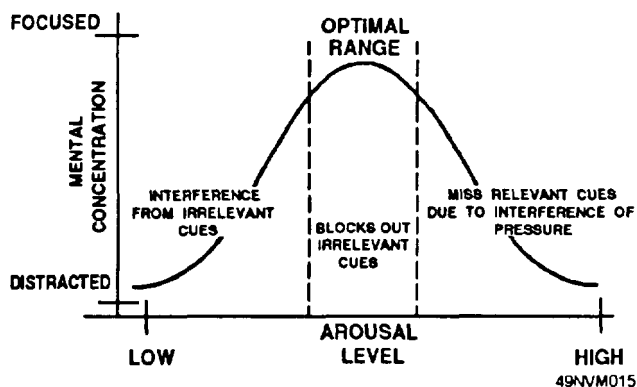


Figure 3-4.—Effects of stress on mental concentration.

without a sale. Recruiters with too much arousal or stress may be so "hyped" that they miss buying signals, alienate the prospect, and lose the sale. We need to train our recruiters to manage their stress levels so they can maintain balanced mental concentration.

Premise Number Three

"You are a carrier." You must accept the fact that you create, absorb, and carry stress. Understanding this can put you on the road to effective stress management.

WE CREATE OUR OWN STRESS.— Besides the external sources of stress we encounter every day, we create a host of internal stress. We may set high goals and expectations for ourselves that motivate us to more successful performance. Our habits and behaviors can create stress. Procrastination and lack of planning are examples of behaviors that will needlessly add to our stress level.

WE ARE BOTH A STRESSOR AND A STRESSEE.— We carry stress to others through our actions and words. Have you ever had a bad day, gone home and snapped at your spouse, lost patience with the kids, or generally "kicked the cat"? These are examples of being a negative stressor. As a positive stressor, you may have urged a recruiter toward his or her professional goal or ignited a young sailor's motivation to improve his or her skills. We also absorb the stress of others. When people we care about have problems, we feel their anxiety. In some cases, this can be positive. Carried to extremes, it can become overwhelming. We must guard against taking too many "monkeys on our back."

STRESS RESPONSE

To understand how stress affects people and why it may help, look at figure 3-5. The model shows that sources of stress are affected by the differences between people. Those modified stressors result in some sort of mobilization that produces performance. Either the performance is optimum when the stressors are well managed or there is interference when the stress is allowed to conflict with the performance. Signs and symptoms of stress may be produced in either case. Learning to perform even in the presence of the signs and symptoms of stress is a goal of stress management.

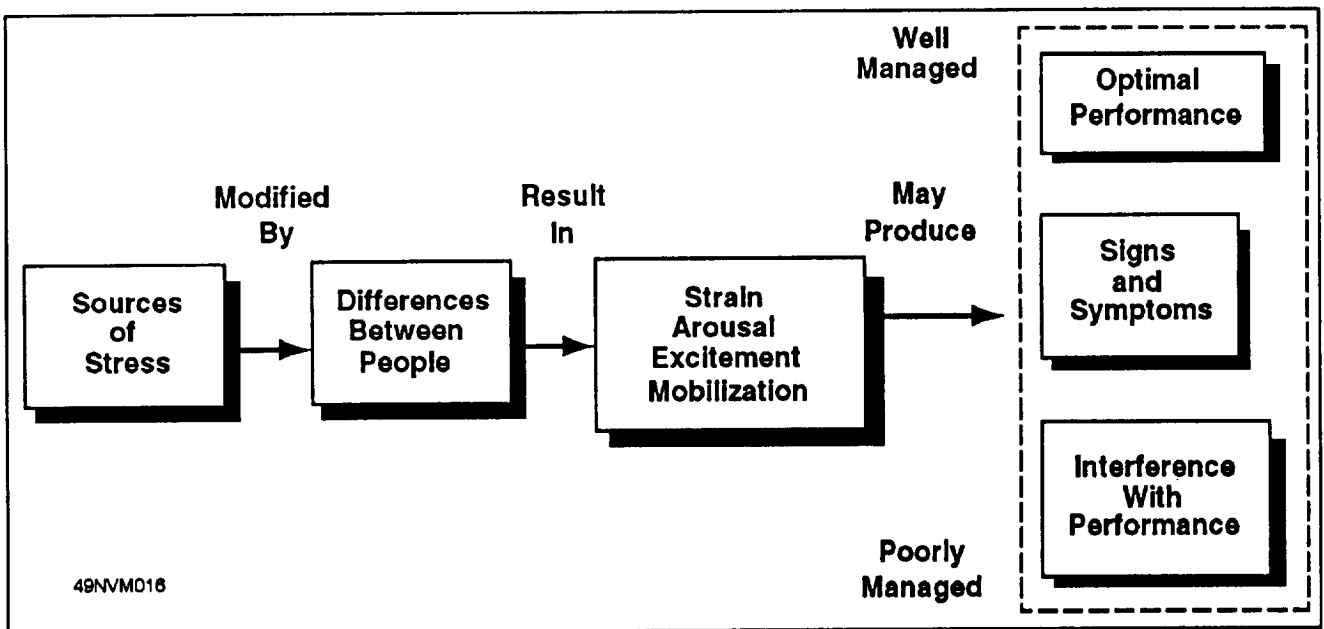


Figure 3-5.—Stress response model.

HANS SELYE

Hans Selye was an endocrinologist who studied stress and has been recognized as an expert in the field of stress management. In the next few paragraphs we will cover Selye's definition of stress and explain what it means to us.

Selye's Definition of Stress

"Stress is the body's nonspecific response to a demand placed on it." The definition will have more meaning after we break it down and look at each component separately.

Body

Keep in mind that Selye was an endocrinologist. As such, he studied the physical effects of hormones within the body, so his definition is about the physical aspects or the "body's" response.

Nonspecific Response

To understand a nonspecific response, it is useful to think of specific responses for contrast. Specific responses are logical reactions to something. You shiver when you are cold. You perspire when you are hot. Those are specific responses by the body to a stimulus of some kind. An example of a nonspecific response would be when you are lying in bed on the

verge of sleep and you hear a disconcerting sound in the other room. Your heart beat quickens, your blood pressure increases, your senses actually become more acute. These are nonspecific responses. Your body has activated the fight/flight mechanisms that are meant to prepare you for a fight or remove you from the situation. These mechanisms may or may not help you in a stressful situation.

Demands

Selye divided demands into three categories:

- Distressors - negative stressors
- Eustressors - positive stressors
- Neutrals - those stressors that by themselves have neither a negative nor a positive effect on us

He found that most stressors fall into the third category. They have a neutral effect until, by our own thinking, we change them into a negative distressor or a positive eustressor. This explains why different people may have profoundly different reactions to the same basic source of stress. Let's take a look at the act of personally developed contacting (PDCing). This demand, by itself, is neutral. A recruiter who thoroughly enjoys getting out and pressing palms and

has had great success in this mode of prospecting will view the demand as a eustressor. On the other hand, a more introverted recruiter who has not met with those successes may view PDCing as a distressor. Your job is to help minimize this recruiter's distress through training and positive experience.

STRESS RESPONSE

It is important to understand how we respond to stress when learning how to manage it. Responding effectively to stress depends on how well prepared we are before the stress is introduced.

Effective Stress Response

Figure 3-6 shows an effective stress response. We have a normal resistance level that allows us to keep calm and collected. When a stressor is introduced, we respond to it by some sort of mobilization. Our arousal level is raised. When the situation is over, our normal resistance drops to a lower than normal level. With time to rest and relax, we regain our normal level of resistance so we are prepared to meet the next stressor.

Ineffective Stress Response

Have you ever had one of those days when everything that could go wrong did? When our day becomes too hectic and we are forced to meet a continuous barrage of stressors, our stress response may end up looking like the one shown in figure 3-7. As the day started we had our normal resistance level. As we met each stressor with different levels of arousal, we never had the chance to rest and relax.

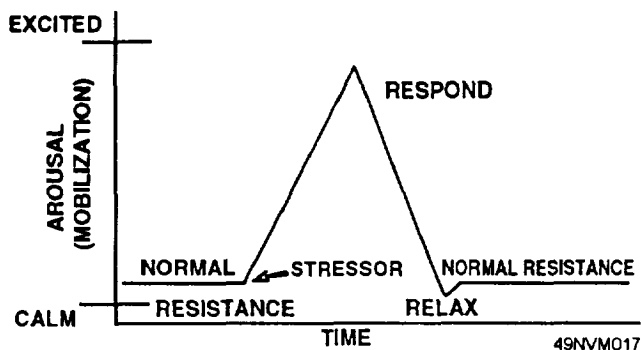


Figure 3-6.—Effective stress response.

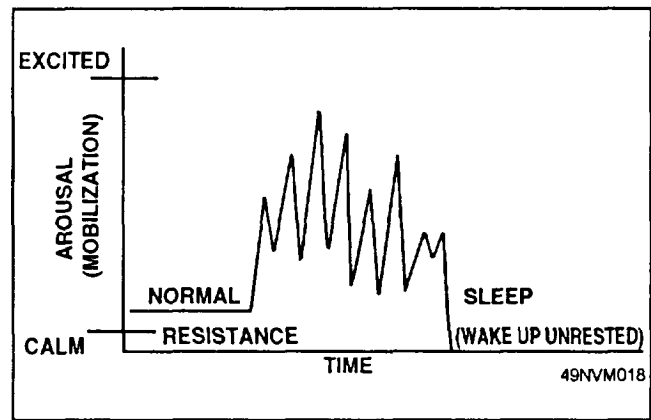


Figure 3-7.—Ineffective stress response.

Our normal resistance level was never restored. We were less and less prepared to meet the stressors as the day wore on. When we finally did get to sleep, it was too late. We ended up waking up feeling unrested. What can we do about those days? Obviously, we can't just walk away from problems. We can, however, take time during the day to restore our normal resistance level. Walk around the block. Try deep breathing exercises – whatever works for you.

PSYCHOLOGICAL ASPECTS OF STRESS

We have looked at the physical aspects of stress. What about the psychological side of stress management? Another leader in the field of occupational stress is a psychologist named Dr. Joseph E. McGrath.

McGrath's Definition of Stress

McGrath said, "Stress is the consequence of confronting a situation in which usual modes of behaving are insufficient and the consequences of not adapting are serious." This really sounds like recruiting duty. New recruiters will face situations where their normal rate training is insufficient. If they don't adapt to the recruiting environment, they will face unpleasant consequences such as loss of confidence and maybe even transfer.

Self-Concept

Stress usually involves a demand or obstacle that we feel we don't have the ability to handle. This is where recruiters' self-concept can affect the way they deal with stress. People's self-concept is the core of their personality. It affects how they see themselves,

other people, and situations. And how they see themselves, other people, and the situations around them affects how they treat them. And how they treat them is often the way they become. Confident recruiters see themselves as effective public speakers and those around them as interesting as well as interested. Their speaking engagements have the probability of turning out well with very little negative effects of stress. Recruiters with low self-concepts are in a Catch-22 situation. The lower their self-esteem, the poorer their performances; the poorer their performance, the lower their self-esteem. Our job is to stop that vicious circle and restore the recruiters' confidence. With proper training, we can get them back on track and minimize the negative effects of stress.

TYPE A BEHAVIOR

We've heard a lot about type A personalities lately. Actually we should be talking about type A behaviors. Often called the Hurry Sickness, type A behavior is often found in the aggressive, overachiever type of individual.

Type A Behavior Questionnaire

A typical questionnaire is included here as figure 3-8. Take a few minutes to answer the questions. Don't panic if you wind up exhibiting type A behavior. Originally, it was considered to be a bad health risk to be a type A. Recent studies have shown that only when these behaviors lead to anger are they truly harmful to your cardiac health.

Controlling Type A Behavior

Take a look at your list. Some type A behaviors have contributed to your success and you won't want to change them. There may be others that you feel you could work on. The idea is to reduce the amount of distress that you normally have so when a new stressor is introduced, you are better able to handle it. We need to learn to let go of behaviors that are not helpful. If you have picked a behavior that you feel you would like to change, make a step-by-step plan to actually make it happen. Be patient; behaviors are difficult to change overnight.

SYMPTOMS OF MISMANAGED STRESS

You need to be able to recognize the signs and symptoms of mismanaged stress in yourself as well as

your subordinates. Be observant. Look for changes in behavior. If they have always exhibited one of the symptoms, it may be a part of their personality and not necessarily a sign of mismanaged stress. This is one more example of why knowing your people is such an important facet of leadership. The following list provides a few of the more common symptoms to watch out for:

- Loss of productivity
- Loss of concentration
- Impulsive behavior
- Lateness/absenteeism
- Changes in eating habits
- Irritability
- Loss of flexibility
- Loss of confidence
- Workaholicism
- Changes in sleeping habits
- Sexual problems
- Negative attitude
- Depression
- Drinking/smoking more

Once you have identified symptoms of mismanaged stress, you should talk with the individuals to find out what sources of stress they are confronting. You may be able to provide relief for some of the sources of stress. Others will be beyond your control. Regardless, establishing a supportive avenue of release should always be of benefit.

STRESS MANAGEMENT TECHNIQUES

Since stress is a fact of life, we should develop techniques to manage its effects. Techniques to manage stress include analyzing our demands, our habits, and our thinking.

TYPE YOUR BEHAVIOR

Answer each question by indicating what most often applies to you.

YES NO

- | | | | |
|---|---|-----|---|
| — | — | 1. | Do you feel you must do most things in a hurry? |
| — | — | 2. | Are you usually the first one through a meal? |
| — | — | 3. | Is it difficult for you to relax, even for a few hours? |
| — | — | 4. | Do you hate to wait in line at a restaurant, bank, or store? |
| — | — | 5. | Do you frequently try to do several things at the same time? |
| — | — | 6. | Are you generally dissatisfied with what you have accomplished in life? |
| — | — | 7. | Do you enjoy competition and feel you always have to win? |
| — | — | 8. | When others speak slowly, do you try to rush them along by finishing their sentence for them? |
| — | — | 9. | Do you become impatient when someone does the job slowly? |
| — | — | 10. | When engaged in conversation, do you feel compelled to tell about your own interests? |
| — | — | 11. | Do you become irritated when something is not done as quickly as possible? |
| — | — | 12. | Do you rush through your tasks to get them done as quickly as possible? |
| — | — | 13. | Do you feel you are constantly under pressure to get more done? |
| — | — | 14. | In the past few years, have you taken less than your allotted vacation time? |
| — | — | 15. | While listening to others, do you usually find your mind wandering to other tasks and subjects? |
| — | — | 16. | When you meet aggressive people, do you usually feel compelled to compete with them? |
| — | — | 17. | Do you tend to talk fast? |
| — | — | 18. | Are you too busy with your job to have time for hobbies and outside activities? |
| — | — | 19. | Do you seek and need recognition from your boss and peers? |
| — | — | 20. | Do you take pride in working best “under pressure?” |

Now, add up your “yes” answers.

15-20 Yeses - You exhibit type A-1 behavior. You are at a much greater than average risk of cardiac illness.

10-15 Yeses - You exhibit type A-2 behavior. Although your risk of cardiac illness is less than A-1, it is still above average.

5-10 Yeses - You exhibit type B-2 behavior. Your risk of cardiac illness is less than average.

0-5 Yeses - You exhibit type B-1 behavior. You have very little risk of cardiac illness.

Figure 3-8.-Behavior questionnaire.

Analyze the Demands

You should analyze the demands to determine whether they are episodic or chronic. Then analyze the controllability of the demand. Analysis tends to put your demands in perspective and take away some of their power to affect you.

EPISODIC.– Demands are episodic if they are short term. You can see the end of the situation or the removal of the demand in the near future. When we determine that a demand is episodic, it becomes easier to deal with because we know it will be over soon.

CHRONIC.– Chronic demands are long term and usually require a change in the way we live our life to remove them as stressors. When we find a demand to be chronic, we must look at our habits to see if we can make changes that will help us live with the demand over the long haul.

CONTROLLABILITY.– We need to look at the demand to see how much control we have over it. We can divide the demands into the following categories:

- Those we control completely
- Those we can influence but not totally control
- Those we have no control over

If we control the demand, then we have made the decision to allow the demand into our life. These demands should have a long-term benefit. Take a look at the demands that you control. Ask yourself if you really want to keep the demands in your life. If the answer is yes, then you need to develop coping strategies that will allow you to deal with them. Demands that you can influence but not totally control are within your power to change. Children are a good example. We can influence them by using good nurturing and parenting skills. Through our influence we can minimize the negative distress and maximize the positive eustress. Demands that you have no control over are sometimes the most frustrating. We feel we need some measure of control over things that affect our lives. If you determine that you have no control over a demand, relax. There is absolutely nothing that you can do about it, so it requires no action on your part. Your job in dealing with demands that you cannot control or influence is

preventive maintenance. Take measures that will lessen the impact of these demands.

Look at Your Habits

We need to be aware of how we usually react to stressful situations. Do we react mentally or physically, or a combination of both? Answering this question will help us determine what activities will help us build the most resistance to stress and help us revitalize after dealing with stressful situations.

MENTAL STRESSORS.– Mental stressors react to stress with their thinking. They may start imagining the problems are larger than they really are. They may be unable to concentrate on anything besides their current source of stress. They tend to dwell on problems. Mental stressors need to participate in activities that will engage their minds. Listening to music, reading, and doing crossword puzzles are examples of activities that will reenergize the mental stressor.

PHYSICAL STRESSORS.– Physical stressors react to stress with their body. They may perspire, increase their breathing and pulse rates, fidget, pace, feel sick to their stomachs, or get a headache. People who react physically to stress need to have physical activities to revitalize. Activities such as jogging, playing ball, aerobics, and lifting weights are examples of activities that will help the physical stressor manage the effects of stress.

COMBINATION STRESSORS.– Some people may react with a combination of mental and physical symptoms. To realize a healthy level of resistance, they need to engage in both physical and mental activities. Organized sports are good combination activities. You need to be mentally and physically active to participate. Jogging while listening to music and memorized exercise routines offer similar relief for the combination stressor.

MATCH YOUR ACTIVITIES TO YOUR STYLE.– It is important to reenergize with activities that match your particular stress style. If you are already enjoying the benefits of activities that match your style, continue to plan time for them in your daily routine. If you find the activities that you normally pursue do not match your stress style, you need to try different activities to maximize the benefits of your leisure time. If you don't have any activities

that match your stress style, chances are you are having trouble regaining your normal resistance level when dealing with stressful situations.

Cognitive Restructuring

Cognitive restructuring is one of those 10-dollar words that means something simple. In this case it refers to changing your thinking. Most people have a normal tendency to relate their feelings back to an event without evaluating how their thinking toward that event caused the feelings. The ABC model in figure 3-9 shows us that the event itself does not actually cause the negative feelings or stress responses. It's how we think about the event that determines the feelings. If we want to reduce the negative effects of stress, we can change the way we think about the stressors.

THINKING THAT CONTRIBUTES TO NEGATIVE FEELINGS.– Some types of thinking generally result in negative feelings or stress responses. We need to evaluate our thinking to see if we are contributing to negative feelings by engaging in any of the following activities:

Catastrophizing.– Catastrophizing is thinking that “this is the worst thing that could happen.” Sometimes we tend to let an event build up in our mind until it seems overwhelming.

Polarizing.– This is feeling that a situation must be all good or all bad. We need to look beyond the part of a situation that we don't like to see the benefits.

Living a Role Myth.– This can be a positive or negative role myth. Thinking that all salesmen are underhanded and devious is a negative role myth. Thinking that a parent must be perfect is a positive role myth. Both can result in negative feelings when we feel we need to live these roles.

Should and Oughta Being.– When we start thinking everything should or ought to be a certain way, it is difficult to accept things as they are.

Personalizing.– This is when we feel that everything that happens to us is about us. A recruiter whose applicant is permanently medically rejected may feel that the military entrance and processing station (MEPS) doctor is against him or her. In reality, the MEPS doctor is doing his or her job and most likely doesn't even know the recruiter.

MAKE SURE YOUR THOUGHTS ARE RATIONAL.– When evaluating your thinking, ask yourself if the thoughts are rational. Are they real? Are they helpful to you? Are they useful in reducing conflict with other people? Do they help you achieve short- or long-term goals? Do they reduce emotional conflict? If the answer is no, you may need to let go of those thoughts. Try replacing them with more rational thinking.

CHANGING OUR THINKING.– Using the ABC model let's look at an example of a recruiter who experienced negative feelings after a car pulled out in front of him on the expressway.

<u>A. Event</u>	<u>B. Thoughts</u>	<u>C. Feelings</u>
Car pulls out in front of recruiter.	The guy is a jerk. He can't drive. Why me? old people can't drive. They should take away his license.	Anger Frustration Self-pity

When we evaluate the thoughts, we find the recruiter is polarizing, using a role myth, and personalizing. The thoughts are not rational. They do not help the recruiter deal with the event at all. Rewriting the thoughts will result in entirely different feelings:

<u>A. Event</u>	<u>B. Thoughts</u>	<u>C. Feelings</u>
Car pulls out in front of recruiter.	He probably didn't see me. I bet he feels bad about it. That's happened to me before. I'm glad we avoided an accident.	Relief Concern Empathy Happiness

This may seem like a little thing, but it's all the little things that combine to push us out of our optimum level of arousal and become overwhelmed.

Stress Is an Activation

Stress can be said to be an activation of our thoughts. Let's review some of the techniques to make sure stress activation does not take a negative toll.

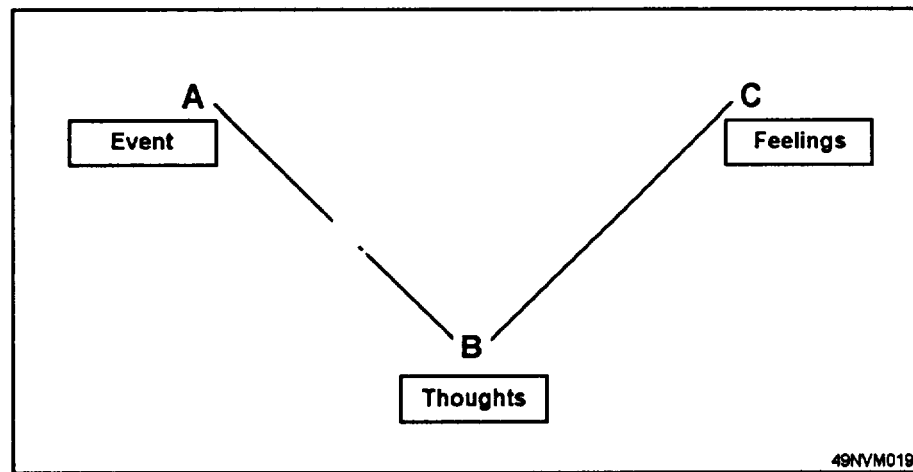


Figure 3-9.—ABC model.

ANALYZE THE DEMANDS.— Are they chronic or episodic? How much control do you have over the demand?

LOOK AT YOUR HABITS.— Are you a physical or mental stressor? Are you participating in the right kinds of activities for relaxation?

ANALYZE YOUR THINKING.— Is your thinking contributing to negative feelings? If so, try to change to more positive ways of thinking.

MARATHON ANALOGY

Marathons are designed to push an athlete 25 percent beyond normal human strength. An athlete will “hit the wall” before completing that extra 25 percent. The body has then depleted all available resources and is converting muscle and tissue into energy. To avoid “hitting the wall,” nourishment stations are set up along the course to replenish the runners’ bodies. Experienced marathon runners stop at the earlier placed stations to replenish before they feel the need. They realize that the body takes 20 to 30 minutes to break down the nourishment into usable fuel. Inexperienced runners may wait until they feel the need to replenish. Then it is too late. They have “hit the wall” and need to wait on their body to convert the nourishment to fuel. We, too, need to remind ourselves to replenish before we “hit the wall.” Plan time to relax and reenergize before you feel the need. This kind of self preventive maintenance will enable you to maintain a better resistance level and reduce mismanaged stress.

BREATHING EXERCISES

The first reaction to stress seems to be a change in breathing. If we can control our breathing, we can better control our situation and reactions. These exercises can be done any time to replenish or reenergize.

Relaxation Breathing

Breathe in deeply through the nose. Hold air in to the count of three. Push air out through the mouth Repeat until you feel relaxed.

Bracing

This is an energizing breathing technique. Breathe in, filling your lungs in thirds. First fill your abdomen, then your upper chest, and finally the very top of your lungs. Slowly raise arms to shoulder level. Clinch fists and bend to the shoulder. Slowly outstretch arms with fists still clenched, then rapidly bend back and forth to shoulders. Blow out and slowly let arms relax downward.

Purifying Breathing

Breathe in, filling the lungs in thirds from the bottom to the top. Blow out, as if through a straw, in short bursts. Repeat several times to feel rejuvenated.

Alternating Breathing

This technique is good for headaches and sinus problems. Close off one nostril at a time with a thumb and little finger while the other three fingers

apply gentle pressure to the forehead. Breathe in through the nose, out through the mouth. Alternate nostrils.

SUPPORT NETWORK

A good support network can reduce stress as well as help prevent it. Feeling that we have someone to turn to increases our confidence and well-being so that we are better prepared to meet those daily stressors. To determine if you have a good support network ask yourself what person you have in your life who will provide the following functions:

- Listening
- Providing personal guidance
- Providing technical guidance
- Playing

AUTOGENIC RELAXATION

Autogenic relaxation can be as simple as telling yourself you are relaxed. There are a number of commercially prepared tapes that use autogenic relaxation techniques. This is a form of self-hypnosis that we can use to talk ourselves down to a more serene consciousness.

PROGRESSIVE RELAXATION

A number of commercially produced audio and video tapes are available to lead you through progressive relaxation. The concept is based on becoming aware of each set of muscles individually, then progressively relaxing the muscles until the entire body is completely relaxed. This helps rid the body of unwanted tensions and allows for a more rejuvenating rest. Many tapes use the sensations of warmth and heaviness to promote deep relaxation.

PERSONAL COPING STRATEGIES

In developing personal strategies for coping with stress, we must realize that a certain amount of stress is absorbed. You can be better prepared to absorb stress by taking care of yourself. Some stress must be adapted to. It may require a change in the way you lead your life or think about situations. Most stress can be managed. Our skills in time management, handling conflict, communication, influencing,

negotiation, and assertiveness can all help in stress management. Most importantly, choose the coping strategies that work for you. Give each a try. If it works, great, you have a personal coping strategy. If it doesn't, maybe it will be a method that you can pass on to someone else.

COMBINED DEFINITION OF STRESS

"Stress is a physiological and/or psychological response to our perception and appraisal of a demand placed on us."

This definition takes into account both the mental and physical aspects of stress. Demands will be placed upon us. We are in a demanding profession. This definition helps us to understand that stress is our response to our perception and appraised of those demands. We have a lot of control over our stress.

COUNSELING AND REFERRAL SOURCES

You should be familiar with counseling techniques from previous experience and Navy leadership courses. *Military Requirements for Chief Petty Officer*, NAVEDTRA 12047, also offers a section on counseling personnel. Regardless of the type of counseling you are conducting, it is important to keep in mind that your objective is to give your personnel support in dealing with problems so that they can be productive members of the organization. An important aspect of counseling is being able to recognize when it's time to refer your recruits to someone else. Due to the relative isolation from other Navy facilities, it is not always easy to make those referrals. You cannot advise beyond your area of expertise. Some situations demand professionals. When you find yourself faced with personnel problems that are beyond your ability to solve, notify the next person in your chain of command. If the problem requires assistance from outside the command, smooth the way and have the information available. The following support resources may be useful.

FAMILY SERVICE CENTERS

Family service centers' core skills for living program offers stress management, suicide prevention, financial education, personal enrichment, and family enrichment services. They also provide relocation assistance, deployment support, and special needs

programs such as family advocacy, exceptional family member, single parent families, foreign-born spouses, and dual-career military families. They also provide referral services. Call Washington, DC, Family Service Center at (202) 433-NAVY for the nearest family service center.

HEALTH BENEFITS ADVISOR

The health benefits advisor (HBA) provides assistance in obtaining and claiming active duty health and dental care. The HBA provides CHAMPUS and Delta Dental information and claims assistance. They can also liaison with the appropriate claims offices for questions or problems. Get the HBA number from your NRD. The Defense Eligibility Enrollment System (DEERS) toll-free number is 1-(800)-538-9552. Delta Dental Plan numbers are (916) 381-9368 for claims west of Mississippi and (313) 489-2240 for claims east of Mississippi.

OMBUDSMAN PROGRAM

Navy Recruiting Command Ombudsman Program, COMNAVCRUITCOMINST 1754.1, provides policy and guidance for the NRC Ombudsman Program. There is an ombudsman assigned to CNRC, Navy Recruiting Orientation Unit (NORU), each Area, District, and Zone. Most of your dealings will be with the Zone ombudsman. Ombudsmen provide valuable information and referral service to Zone families and single members. They provide direct outreach both in person and by telephone, participate in the Sponsor Program, attend NRD training, originate newsletters, and maintain a resource and assistance file of military and civilian referral sources.

COMMAND MASTER CHIEF

The command master chief (CMC) is the senior enlisted advisor to the command in formulating and implementing policies pertaining to morale, welfare, utilization, and training of all enlisted personnel. As such, the CMC has direct access to the CO. Additionally, the CMC is responsible for carrying out established command policy in specific areas as directed by the CO and the XO. The CMC takes precedence over all enlisted members within a command.

DRUG AND ALCOHOL ABUSE PROGRAM ADVISOR

The Drug and Alcohol Abuse Program Advisor (DAPA) is the primary command point of contact for drug and alcohol abuse problems. Each NRD will have a DAPA assigned.

COUNSELING AND ASSISTANCE CENTER

The Counseling and Assistance Center (CAAC) has the capability of providing counseling and assistance on drug abuse, alcohol abuse, and psychological disorders.

AREA CHAPLAIN

Each Navy recruiting Area has a chaplain assigned. In addition to their recruiting duties, chaplains can provide counseling on personal problems and religion. There may also be a Naval Reserve chaplain in your Area who is willing to provide counseling support.

NAVY RELIEF SOCIETY

The Navy Relief Society can provide loans and outright grants to alleviate financial emergencies. It also provides family budget counseling. Call Washington, DC, Navy Relief Society Headquarters at (202) 696-4904 for the number of the nearest office.

CREDIT UNIONS

Credit unions offer a wide variety of services, including financial counseling, bill consolidation loans, and savings plans. All personnel assigned to a production recruiter billet are eligible to join the Navy Federal Credit Union, Washington, DC. The number is 1-(800)-656-7676.

AMERICAN RED CROSS

The Red Cross provides emergency assistance of all types, including emergency leave verification and travel assistance.

NAVY WIFELINE ASSOCIATION

Wifeline is an informational and educational organization comprised of volunteer Navy wives. The objective of Wifeline is to increase Navy wives'

understanding of the Navy's mission and commitments. Phone (202) 433-2333 between the hours of 1000 and 1300 EST.

DEFENSE FINANCE AND ACCOUNTING SERVICE, CLEVELAND CENTER

For customer service at the Defense Finance and Accounting Service (DFAS), Cleveland Center, call 1-(800)-346-3374.

NAVAL LEGAL SERVICE OFFICE

The Naval Legal Service Office (NLSO) can provide legal advice including wills, powers of attorney, and notarizing services. The NLSO can also provide counseling on sales contract matters, child custody, immigration, naturalization, citizenship, lease preparation, repair work disputes, divorce and separation, and more.

ETHICS/PROHIBITED PRACTICES

Certain practices are prohibited by members in the recruiting force. These include fraternization, socializing with prospects or members of DEP, harassment, using abusive language, and other activities. Prohibited activities and policies governing them, as well as investigations, are covered in the following paragraphs.

FRATERNIZATION

The Navy firmly prohibits fraternization. The Recruiting Command further defines and prohibits fraternization between recruiting personnel and prospects, applicants, or DEP personnel. For further information on this topic, refer to *Fraternization*, COMNAVCRUITCOMINST 5370.1.

Definitions

The following definitions apply to CNRC's fraternization policy:

PROSPECT.– Any person who has expressed an interest and appears to possess the potential and qualifications for enlisting in or receiving a commission in the U.S. Navy, Army, Air Force, Marine Corps, Coast Guard, or any Reserve components of those services.

APPLICANT.– Any person who has commenced processing by beginning to complete a Record of Military Processing Armed Forces of the United States, DD Form 1966, or Application for Commission or Warrant Rank, U.S. Navy or Naval Reserve, NAVCRUIT Form 1100/11.

DEP PERSONNEL.– Any person who accesses into the pool of highly qualified personnel as a member of the Individual Ready Reserve and has agreed to commence active duty or active duty for training at a later date.

RECRUITING ENVIRONMENT.– Any function, gathering, or meeting, in a public or private place, that recruiting personnel attend in their official capacity.

PROHIBITED ACTIVITIES.– Recruiting personnel must not participate in any of the following activities:

- Forming or attempting to form a dating or social relationship with any prospect, applicant, or DEP person. This includes dating or otherwise socializing on an individual basis but does not include attendance at organized, command-sanctioned recruiting or DEP activities where a dating or individual social relationship does not exist and is not formed during the function.

- Allowing any prospect, applicant, or DEP person to remain in any recruiting offices except for official purposes.

- Engaging in physical contact with a prospect, applicant, or DEP person including, but not limited to, caressing, hugging, kissing, fondling, holding hands, and other touching of an unauthorized nature except reasonable physical contact required in an emergency to protect life or limb or in self-defense of an unprovoked attack.

- Harassing any prospect, applicant, or DEP person. Harassment is defined as any unpleasant, humiliating, or degrading activity in conjunction with the enlistment qualification process.

- Using abusive language that tends to degrade the prospect, applicant, or DEP person, whether directed at the person or used in the presence of such person. The individual sensitivities of the person being processed must be considered in making determination of what constitutes abusive language.

- Using any prospect, applicant, or DEP person for personal gain or for personal use.

- Permitting or soliciting any person to engage in physical contact with, harassing, or abusing any prospect, applicant, or DEP person.

- Allowing or inviting any prospect, applicant, or DEP person to enter into or be transported in the recruiting person's private vehicle unless such transportation is authorized in writing by a privately own vehicle (POV) use authority, is for official purposes, or is a matter of standard operating procedure; for example, attendance at a DEP meeting.

- Gambling with any prospect, applicant, or DEP person, including playing any game of skill with money or other things of value at stake.

- Accepting or receiving money, property, favors, or anything of value in return for favors, privileges, or other preferential treatment for any prospect, applicant, or DEP person.

- Borrowing or lending money or any articles of value from or to any prospect, applicant, or DEP person.

- Offering to engage in or engaging in any financial or business dealings with a prospect, applicant, or DEP person.

- Photographing or accepting any pictures of prospects, applicants, or DEP personnel other than those required for the applicant's record or those taken for other official purposes.

- Allowing any applicant, prospect, or DEP person to spend the night at a recruiter's home or apartment, without prior command approval.

- Enlisting or commissioning any person with whom they have a social relationship. If a person who has formed a social relationship with a recruiter desires to enlist or be commissioned, that person should be referred to another recruiter.

- Entering any portion of an establishment known to be a MEPS lodging or meal facility, except when their official duties make it necessary to assist in the proper check-in and check-out of an applicant or DEP member. Recruiting personnel may not enter any other part of such facility and will leave the

facility upon completion of the check-in or check-out process.

- This list is not meant to be all-inclusive.

Policies

All recruiting personnel should make sure the following requirements are met:

- Immediately report known violations to the appropriate level within the chain of command.

- Expeditiously address and resolve alleged violations of the prohibited practices of this instruction.

- Include COMNAVCRUITCOMINST 5370.1 in the mandatory reading materials for newly assigned recruiting personnel and integrate its contents into command training programs to ensure that it is disseminated to all recruiting personnel.

RECRUITING IRREGULARITIES

The Navy acts on every apparent recruiting or enlistment processing irregularity. An irregularity is any noncompliance with prescribed policy or established procedure. The discovery of an irregularity that leads to enlistment or program disqualification is examined to determine if it was preventable by Navy recruiting. Apparent irregularities will be investigated at the appropriate level. As a chief petty officer, you may be called upon to investigate an irregularity. The report of investigation will be thoroughly reviewed. The review process includes the NRD CO, Navy Recruiting Area Commander, COMNAVCRUITCOM Inspector General (IG), and CNRC.

Categories of Investigations

For purposes of identifying the nature of apparent recruiting and/or enlistment processing irregularities, each case will be categorized by COMNAVCRUITCOM according to the descriptions in the following paragraphs. The category assigned will not be changed during the investigation or review process without specific approval of the COMNAVCRUITCOM IG.

CATEGORY I.– These investigations are the most serious concerning the applicant's background or

status. These indicate facts that would disqualify the applicant for enlistment if they were known by the Navy at the time of enlistment.

CATEGORY II.– These investigations involve serious incidents in an applicant's background or status that, if true, could have been waived or otherwise acted upon, resulting in a proper enlistment.

CATEGORY III.– These cases are sent to the field for information only, although an investigation or inquiry may be directed by the field if deemed appropriate. These cases include, among others, those to which the 2-year Statute of Limitations (Uniform Code of Military Justice [UCMJ], Article 43) would apply. More specifically, if an irregularity was determined to have taken place, cases involving minor allegations and those in which the recruiting personnel involved are no longer subject to the UCMJ as a matter of law (for example, discharged or deceased) or policy (for example, retired) would be covered by this category.

CATEGORY IV.– These cases are those forwarded to the U.S. Military Enlistment Processing Command (MEPCOM) or other agencies outside the Navy for action or information as deemed appropriate by those commanders.

CATEGORY V.– These inquiries involve incidents or information initially indicating an apparent minor recruiting or processing irregularity with respect to an otherwise properly documented enlistment. The effort required to resolve the matter may involve a minimal number of persons or documents and may indicate that only a single aspect of the enlistment need be addressed.

Investigation Procedures

The investigation must be conducted by an impartial commissioned officer, warrant officer, or senior enlisted person, E-7 or above. If feasible, the investigating officer should not be junior to any person whose conduct or performance of duty will be subject to investigation. *Policies and Procedures Governing Recruiting and Enlistment Processing Irregularities*, COMNAVCRUITCOMINST 1137.2, gives detailed procedures for conducting and reporting the investigation. Investigations and the ensuing report of investigation must be completed within 30 days after receipt of notification of the apparent irregularity. Requirements for additional time must be

requested from the IG. Completed reports provide an excellent source of management information. They should be routed to all persons affected by the information to correct weak points in the recruiting process. The definitions in the following paragraphs apply to recruiting/enlistment processing irregularities.

MALPRACTICE.– When a person in recruiting engages in unethical or illegal conduct while dealing with an applicant or when handling the application for enlistment, he or she is guilty of malpractice. Malpractice involves improper conduct willfully perpetrated by a member of COMNAVCRUITCOM in violation of an established law, regulation, policy, or directive in order to enlist an applicant who does not meet enlistment eligibility requirements. Improper conduct amounting to malpractice also occurs when a member of COMNAVCRUITCOM wrongfully places an applicant in a higher mental or educational category than the facts warrant or wrongfully places an applicant in a program for which he or she is not qualified. The key element to a malpractice determination is that the wrongful action is knowingly or intentionally accomplished by the responsible member of COMNAVCRUITCOM, or that the improper action was accomplished with such gross negligence as to demonstrate a reckless disregard for the consequences.

IRREGULAR ENLISTMENT.– Included within the term *malpractice* are several categories of irregular enlistments. In the armed forces, irregular enlistments are categorized as void or voidable, depending upon whether the defect in the enlistment requires, or merely allows, the enlistment to be terminated. In certain instances an enlistment may change from void to voidable. There are special rules applicable to determinations of entitlement to pay and allowances and to court-martial jurisdiction that may vary, or appear to vary, from these definitions. For our purposes, the definitions in the following paragraphs apply.

Irregular Enlistment. – An enlistment entered into under the color of the law, but that is imperfect by reason of the existence or nonexistence of some particular fact or circumstance (for example, a defect) that renders it not substantially in compliance with applicable law or regulations.

Erroneous Enlistment.– An enlistment agreement into which the government would not have entered had the true facts been known or had the legal

conclusions based upon such facts been correctly reached at that time.

Fraudulent Enlistment.– An enlistment procured through any deliberate material misrepresentation, omission, or concealment by a person to the government which, if known at the time, might have resulted in rejection of that applicant.

Misconduct.– Conduct that does not affect the enlistment qualifications of the applicant, but that is in violation of regulations of policy (for example, fraternization).

ADMINISTRATION OF RECRUITING PERSONNEL

Due to the unique assignments within the recruiting environment, there are some unique administrative procedures for recruiting personnel. *Administration of COMNAVCRUITCOM Military Personnel*, COMNAVCRUITCOMINST 1300.3, provides guidance on the assignment and management of CRF personnel, the ADSW/OYR Program, and the administration of 9585 and support personnel. As a member of the CRF community, you should become familiar with this instruction.

CRF ASSIGNMENT AND MANAGEMENT

CRF members fill key middle management billets. Our assignments are based on overall manning needs and personal qualifications. The CRF detailer works with the CNRC CMC, Area CMCs, and District CRs to fill billets with the best qualified individuals. Each District submits a quarterly CRF personnel status report. This report details the status of all CRF billets (filled and vacant) and current RQS levels of personnel assigned. The Area reviews and transmits the report to COMNAVCRUITCOM (Code 11) on the first working day of each quarter. Code 11 uses this information to liaison with the Bureau of Naval Personnel (BUPERS) and ensure equitable distribution of personnel. Each CRF member should submit a CRF Duty Preference Form, NAVCRUIT 1306/1, annually or as changes occur. Although every effort is made to meet the member's request, all assignments are made to meet the needs of the Recruiting Command.

Zone Supervisor Assignments

All ZSs should be CRF paygrades E-7 or E-8. The CO of the District may address a letter of exception to the Area requesting approval to assign a qualified non-CRF member as acting ZS until CRF E-7 or E-8 personnel are available. The request must fully justify and explain the rationale for such an assignment. All personnel selected to fill a ZS position must complete the CRF Academy Course at NORU before assignment to the billet. All CRF E-8 personnel will be RQS-qualified for ZS. All CRF E-7 personnel should complete RQS qualification for ZS within 24 months of graduation from the CRF Academy. Once an individual is board-qualified as ZS, he or she remains qualified unless qualification is rescinded as a result of a ZS evaluation board. Deficiencies in completing qualification should receive appropriate comment in performance evaluations.

Relief of Zone Supervisors

The CR may request from the CO, NRD to relieve a ZS if the CR loses confidence in the professional ability or determines the lack of support by the ZS. In any case of relief of a ZS, the CO must request a ZS evaluation board from COMNAVCRUITAREA.

ZONE SUPERVISOR EVALUATION BOARD.– The Zone Supervisor Evaluation Board (ZSEB) will consist of the following members:

- Chairman: Area commander
- Members: Area command master chief
Chief recruiter (from an NRD other than where the ZS is assigned)
Area trainer (must be RQS qualified as ZS)

ZSEB FINDINGS AND RESULTS.– Findings and results of the board are forwarded to COMNAVCRUITCOM, with a copy to the NRD, and will contain one of the following recommendations:

- Retain as ZS with training or counseling as may be specified
- Relieve as ZS with recommendation to retain as a RINC or in another capacity, as may be appropriate

Any disciplinary actions should be concluded, if possible, before final recommendation is forwarded to COMNAVCRUITCOM. Performance deficiencies are to be formally reported to BUPERS (PERS-83). Any necessary PCS moves will be coordinated on a case-by-case basis with COMNAVCRUITCOM.

CRF Termination

Personnel selected or serving in the CRF are expected to do so for the remainder of their Navy careers. Reversion to prior rating for personnel who have served in recruiting for a total of less than 5 consecutive years and who have no less than 12 months nor more than 36 months since CRF designation may be recommended by the NRD CO. If the Area commander agrees with the recommendation, a CRF evaluation board will be convened. Membership is the same as a ZSEB. Board recommendations to revert members to their former rating are forwarded to COMNAVCRUITCOM.

Administrative Actions for CRF Deficiencies/Infractions

Members who have over 36 months in CRF or more than 5 consecutive years in recruiting since CRF designation may not be recommended for termination from CRF and rating reversion or conversion. Members who demonstrate lack of integrity, create disciplinary problems, or fail to perform at a level commensurate with the leadership and technical expectations of a CRF of their paygrade will be subject to the following actions:

- Relief from a position of responsibility. Where necessary, proximity or out of proximity moves should be coordinated with CNRC (Code 11) to place such members in a position where they may be employed in a supervised environment.
- Termination of SDAP. In instances where an individual is no longer performing the job for which SDAP is designated, it must be immediately terminated.
- Documentation of performance deficiencies in periodic or special evaluations and by report to BUPERS.

ACTIVE DUTY FOR SPECIAL WORK/ONE YEAR RECALL PROGRAM

CNRC is authorized to recall members of the Naval Reserve to the ADSW/OYR Program to assist in the recruiting mission. ADSW/OYR is not a career program and continuation on active duty beyond the period of the orders issued or until Fleet Reserve eligibility is not implied or guaranteed. The NRC uses two types of ADSW/OYR billets—recruiter and support.

Eligibility for ADSW/OYR

Applicants must be a Ready Reservist at time of recall. Six months must elapse since the applicant's last release from extended active duty (USN, TAR, or USNR 24-month general assignment). Waivers of this requirement will be considered on a case-by-case basis. However, a minimum of 31 days must elapse since the last release from active duty for recall to ADSW. Fleet Reservists and enlisted personnel who were previously transferred to the Retired List of the United States Navy are not eligible for recall to ADSW. Applicants and ADSW/OYR members must maintain quality control standards and must be eligible for retention according to the high year tenure (HYT) restrictions. Applicants must meet physical requirements for recall to active duty. Physical standards encompass Navy body fat/fitness standards, as well as general good health. A negative HIV screen within the past 6 months must be annotated in the member's health record. Pregnant applicants will not be accepted during the pregnancy. Applicants will be in permanent paygrades E4 through E-6 at time of recall. E4 candidates must demonstrate the financial solvency to be assigned away from major military concentrations and the CO's endorsement must contain a statement regarding maturity and capability to perform in the assignment requested.

Additional ADSW/OYR Requirements and Information

Additional requirements and application procedures are contained in the latest edition of *Administration of COMNAVCRUITCOM Military Personnel*, COMNAVCRUITCOMINST 1300.3. The initial term of ADSW/OYR will be from the date of recall to 30 September of the fiscal year. Approval of subsequent orders to ADSW/OYR are contingent upon

continued satisfactory performance of duty and COMNAVCRUITCOM manpower requirements.

ADMINISTRATION OF RECRUITER (9585) AND SUPPORT PERSONNEL

Enlisted personnel are ordered to duty at Recruiting Areas or Districts, as either recruiters (9585) or recruiting support personnel, by CHNAVPERS (PERS-40).

Recruiter Suitability Boards

One of your responsibilities as a CRF is to evaluate new recruiters. Normally, recruiters who have been in a production capacity for 6 months will develop the skills and self-confidence necessary to become successful, productive recruiters. However, some individuals do not possess the necessary qualities to succeed in recruiting. These individuals should be considered for board review action as soon as identified. Some individuals, although not yet succeeding, are highly motivated toward recruiting. They may take slightly longer than 6 months to become proficient. You should provide extensive training and monitoring to these individuals. Each case must be judged independently; however, any unsuccessful production recruiter should not be retained beyond 1 year. Under no circumstances will a recruiter who has been on board more than 1 year be nominated for a recruiter suitability board (RSB). You should exercise care to ensure professional, positive training and assistance is provided to each recruiter assigned. Before recommending any recruiter to an RSB, you need to ask yourself if you have given this individual every possible opportunity to succeed. Some reasons for recommendation to an RSB include the inability to communicate, adapt to the recruiting environment, interact with the applicants or the community, and comprehend the recruiting systems.

Board Composition and Requirements

The NRD XO presides as board president. Members will include the EPO, CR, and a ZS. The report of an RSB includes a brief description of the recruiter's problems and a board recommendation. The CO will add his or her decision to the report. The board can recommend a transfer for recruiters who are working hard but are determined by the board to be lacking in recruiting ability. This procedure should not be confused with fault and no-fault

transfers, which are explained later in this chapter. The number of transfers authorized per year will be provided annually to Area commanders.

RSB Transfers

When a recruiter is nominated for transfer from recruiting duty as a result of an RSB, a Naval Message Availability Report is submitted to CHNAVPERS. The member's NEC 9585 will be revoked and he or she will be reassigned within his or her rating. The individual should be advised to contact his or her detailee to discuss future assignments. Reassignment will be made by the rating detailee to a shore duty billet available closest to the NRD from which the member is being transferred for completion of the normal shore tour. SDAP is terminated when the recruiter is taken off production, but may be retained until transfer, if the recruiter is kept on production. The transfer evaluation will cite an inability to perform recruiting duty through no lack of effort on the part of the individual.

FAULT/NO-FAULT TRANSFERS

Recruiters may be recommended for fault/no-fault transfers when they are considered unsuited for recruiting duty. Fault and no-fault transfers are not to be used as substitutes for disciplinary actions. Recruiters who have a fault/no-fault transfer lose their NEC 9585 and SDAP upon removal from a production status. A recruiter being processed for a fault/no-fault transfer must be provided an opportunity to review the transfer request letter. The recruiter should provide a signed statement that he or she has reviewed the transfer request and either has no statement or will provide a written statement to be forwarded with the CO's letter. Availability reports will be initiated only after the transfer request is approved by CHNAVPERS and the message prompting availability is received. Personnel made available for fault/no-fault transfer are considered ineligible for either future assignment to recruiter duty or recruiter support duty.

Fault Transfers

Recruiters may be considered for a fault transfer when they are considered unsuited for continued recruiting duty as a result of their own actions. Some possible reasons for fault transfer include lack of integrity, misconduct or misappropriation, and

indebtedness. The transfer request must not be submitted before final disposition of NJP, civil action, or medical boards. When reassignment is approved, the normal shore tour will be terminated and the member will be assigned to sea duty.

No-Fault Transfers

You should consider recommending a no-fault transfer for a good Navy member who has sincerely tried to be an effective recruiter, but cannot recruit due to reasons clearly beyond his or her control. A no-fault transfer is to be recommended only if a recruiter is considered unsuitable for continued duty through no fault of his or her own. Before resorting to a no-fault transfer recommendation, make sure you have exhausted all available referral resources to help the member rectify the problem. The no-fault transfer request must list the specific reason the recruiter is being recommended for transfer, but such action will not be reflected in the service record. Some reasons for possible no-fault transfer include medical, dependent, financial, legal, and domestic problems. Reassignments for approved no-fault transfers will be as follows:

- 12 months or more remaining on normal shore tour. An available shore billet, closest to the NRD, will be assigned for the remainder of the normal shore tour.

- Less than 12 months remaining on normal shore tour. An available shore duty billet, in the corporate limits of the NRD, will be assigned for the remainder of the normal shore tour; however, if there is no available billet, the member will be assigned to sea duty.

NEC 9586 RECRUITER CLASSIFIER

The NEC 9586 NRD recruiter/classifier will perform as a classification interviewer at NRDs. Recruiter/classifiers will interview applicants for enlistment to determine optimal program using the Personalized Recruiting for Immediate or Delayed Enlistment (PRIDE) system. They may have signature authority to assign applicants to programs at the discretion of the NRD CO. To receive a 9586 NEC designator, personnel must meet the following criteria:

- Have the NEC 9585

- Have at least 1 year of field recruiter experience
- Be open to E-5 through E-9 personnel from any rating
- Have 2 years remaining until PRD
- Be able to type 15-20 words per minute or have, at a minimum, a working knowledge of the typing keyboard
- Request the designation in writing

Once the request is approved, the member attends 4 weeks of instruction at NORU and can be a classifier only in recruiting. SDAP for NEC 9586 is the same as for NEC 2612 (\$165 per month). The CO may return the 9586 to duties as a field recruiter (9585) at any time with reinstatement of SDAP-5 (\$275).

CHANGE OF STATION MOVES

Due to the large geographic area covered by an NRD, there are times when you may need to recommend a change of station move within the District. Before requesting change of station moves, you need to consider several factors:

- Could your objective be met with additional training of personnel in place? If you are recommending a move to fill a RINC position, carefully consider the personnel currently at the recruiting station. If you can institute an intensive training program to allow one of them to take the RINC position, that is the route you should choose.

- Does the move promote upward mobility? If you are recommending a lateral move, there will be little benefit for the individual being uprooted.

- Is territory familiarization time offset? It takes time for recruiters to familiarize themselves with the territory and become known to the community. Will time left on board offset this indoctrination period?

- Is the loss of stability/consistency offset? Anytime a move occurs there is some loss of stability and consistency at both stations as personnel adapt to the new environment and personnel. You need to weigh the benefits of your recommendation against this loss.

● What will be the impact on the recruiter's family? Consider the spouse and children in any move recommendation. Will they be able to make the transition with minimal difficulty? Will the move affect school terms? A negative impact on the recruiter's family can leave him or her in a stressful situation.

● What will be the overall morale impact? Consider those personnel in the station the recruiter will be leaving as well as those in the station the recruiter will be moving to. Will the move have an overall positive effect in the Zone? If, after careful consideration, you have determined it is in the best interest of all to recommend a change of station move, you must now decide which type of move will be required: no-cost, proximity, or out of proximity.

No-Cost Moves

The CO may approve a no-cost move. A no-cost move is authorized when the new assignment is within the same permanent duty station as the old assignment and the commuting distance does not require a change of place of residence. A permanent duty station is the corporate boundaries for the location of the unit or activity. For example, a change of assignment from COMNAVCRUITCOM to the Pentagon (approximately 5 miles) is not a change of permanent duty station because both units are located within the corporate boundaries of Arlington, Virginia. A change of assignment from the Pentagon to NAVSTA Anacostia (approximately 5 miles) is a change of permanent duty station because NAVSTA Anacostia is in the District of Columbia.

Proximity Moves

If the new assignment involves a change of permanent duty station in the proximity, PCS orders will be required. Members will be entitled to travel and transportation allowances only. Proximity is defined as an area where two permanent duty stations

are serviced by the same local transportation network or where the member can reasonably be expected to commute daily from the same residence to both duty stations. This would be the case of the Pentagon to NAVSTA Anacostia example.

The maximum allowable PCS cost for proximity moves is \$150. Entitlements include 1 day's per diem, less lodging, and monetary allowance in lieu of transportation (MALT) from present duty station to proposed permanent duty station. Relocation of household effects is generally neither required nor authorized for these moves unless need is certified by the Chief of Naval Operations (CNO). If relocation of household effects is waived, the move then becomes a full cost PCS move equivalent to an out of proximity PCS move.

The member must have at least 12 months remaining on board until PRD. A request for extension may be included with the original proximity move nomination.

Proximity moves cannot be conducted until official orders are received from CHNAVPERS.

Out of Proximity Moves

Out of proximity moves require full PCS orders. Members executing these moves receive all PCS entitlement, including relocation of household goods. Districts will contact the local housing representative for a complete breakdown of costs for transfer. For planning purposes, out of proximity will be limited to \$4,000 total entitlement. Members must have at least 18 months remaining on board until their PRD. As with proximity moves, an extension request may accompany the transfer request. Moves cannot be conducted until official orders are received from CHNAVPERS. There is no action that can be taken to deny members entitlement associated with cost moves.

